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26 February 1973

MEMORANDUM FOR THE RECORD

1. In response to speculation on the tenor of the organization's morale, we wish to cite some data from job-related attitude audits completed in the Agency in the past five years. We preface our remarks with the admonition that attitudes thought to be indicative of general morale are fairly perishable commodities and that none of our research findings dates from less than one year ago. Nonetheless, our data are probably valid for identifying any chronic conditions which might exist and which might predispose the employee population toward a general decline in morale.

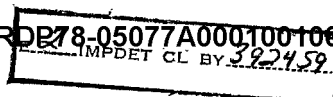
2. Based on a 1970 questionnaire survey completed by 555 professional-level employees who had EOD'd approximately 5 or 10 years before, it was found that only 10% expressed dissatisfaction with their "jobs as a whole". Ten percent or fewer commented adversely on such job factors as intrinsic aspects of their work, the competence and fairness of their supervision, Agency goals and regulations, their personal work accomplishments, co-workers, and the recognition received for their work. Where discontent was expressed, it was in response to items dealing with management practices, especially as they affected career development, personnel management, opportunities for advancement and communications. Only low or moderate degrees of overall satisfaction were indicated in these areas.

3. Focusing on younger employees, an interview survey conducted one year ago on a representative sample of 40 junior officers concluded that this segment of Agency personnel does not hold views which set it apart from older and higher graded officers. Other conclusions drawn by the authors of the survey are enlightening and are reproduced below:

"We found little evidence for an erosion in professional and career achievement motivation among young officers. To the extent that greater drives toward self-actualization and greater commitment to alleviating domestic ills exist among

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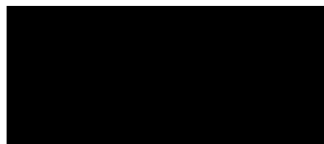
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this group, they do not appear to conflict with Agency employment. The young officers typically had no doubts about the meaning and relevance of their Agency employment and did not question the value of the Agency's contribution to American society. Most liked their jobs, and while finding much to criticize in their immediate situations, most gave the Agency high marks for the way it is run. The issues most frequently raised were far more personalized and may be expressed by such phrases as lack of career planning, headroom, promotions, desirable headquarters and overseas assignments, being kept informed, and getting someone to take an interest in their futures."

4. Finally, results from a questionnaire survey administered five years ago to 300 young professionals in this Agency and to nearly 3000 young professionals in 47 different Government Agencies and Departments in the Metropolitan area provide us with important comparative data. Almost without exception, the Agency group expressed greater satisfaction (and far less dissatisfaction) than the rest-of-government sample on 15 basic job dimensions. Particularly noteworthy was the greater satisfaction expressed by our young employees toward the "Way the Organization is Run" and the "Importance of the Agency's Goals".

5. Taken together, the results of these studies certainly do not support any alarmist claims regarding the overall status of Agency morale. On the contrary, the picture that emerges is one of relative quiescence and general job satisfaction at the time of the surveys. It is our judgment that the expressions of concern over career development/personnel management and communications while real and pervasive are not sufficiently compelling to be disruptive of the commitment of Agency officers to their work.

6. While our data allow us to comment on the Agency-as-a-whole, they do not speak to situations in individual offices, divisions, staffs, etc. It is entirely possible (and we feel highly probable) that there are significant variations in overall job satisfaction and morale among organizational units.



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